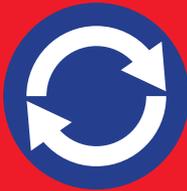


100

innovations by
Labour in Power





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Year on year, Labour councils shield our communities from the worst of the government austerity agenda. The cuts to our budgets and services have been relentless. The Tory government have systematically stripped our communities of assets, hit the poorest in society with welfare cuts and continue their assault on local authorities by starving us of funds.

Right now local government face challenges that are both unprecedented and multifaceted. Adult social care faces a funding crisis that is urgent and on a scale never before seen, with councils struggling to fill the £2.6 billion gap that is needed by 2020. We are pushing on with housebuilding - even though it's still not any easier for us to borrow money to build, and over the past year have forced the government to make a U-turn on mandatory academisation of schools.

Along the way, we have had to make tough choices, but know the alternative that can be imposed by a Tory government is far worse.

Though Labour are not in power nationally, locally Labour are in power in over one hundred councils and are showing what Labour in power can achieve.

Day in day out Labour in councils are battling cuts and simultaneously delivering vital services and new innovations. And there are close to 7,000 Labour councillors who are putting into practice real Labour values from the heart of our communities.

Labour councils refuse to buy into the narrative that we are simply 'managing decline' in public services - we are doing so much more than

Foreword

that. Our innovations have seen us deliver new community facilities, world class transport systems, form ground-breaking energy networks and use technology to improve social care services and to make our towns and cities greener and more sustainable. We are making a real difference and giving people in our areas real hope in difficult and testing times.

The accomplishments in this publication are a testament to the hard work of Labour councils and the depth and range of policy areas covered are a credit to Labour councillors everywhere. This a demonstration of our values and to the difference Labour in power can make.

Labour local government do not and will not accept that austerity is the way forward and will keep challenging the government in every way we can. We will keep investing in a better future for our communities and keep defending vulnerable residents from the worst of austerity measures.

We will keep working with Trade Unions, communities and local organisations to continue to demonstrate that Labour always offers a better future than the political alternatives.

This publication is our chance to share the important work that colleagues are doing across the country and to learn from one another the ways in which we are serving our residents.

Labour councils have demonstrated leadership in the toughest of times, that's why I look forward to continue working with Labour frontbench colleagues to use our local experience as a foundation stone to forming the next Labour government.

Labour in power is where we can make a real difference

Nick Forbes

CLr Nick Forbes
Leader LGA Labour Group



Tackling inequality and the cost of living crisis

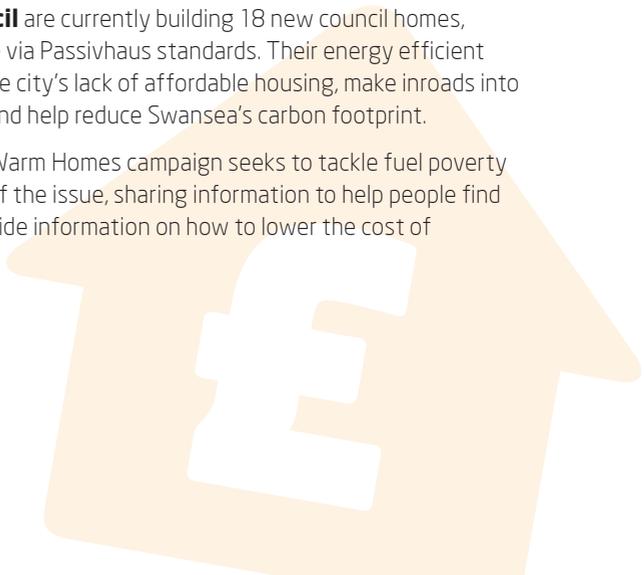
01

Tackling inequality and the cost of living crisis

In **Cheshire West and Chester**, the newly-established Poverty Truth Commission works with local residents who have experienced poverty within their lives to share their stories as part of work to identify and tackle the barriers local people face.

Swansea City Council are currently building 18 new council homes, designed to innovative via Passivhaus standards. Their energy efficient homes aim to tackle the city's lack of affordable housing, make inroads into tackling fuel poverty and help reduce Swansea's carbon footprint.

Barnsley Council's Warm Homes campaign seeks to tackle fuel poverty by raising awareness of the issue, sharing information to help people find local support, and provide information on how to lower the cost of energy bills.



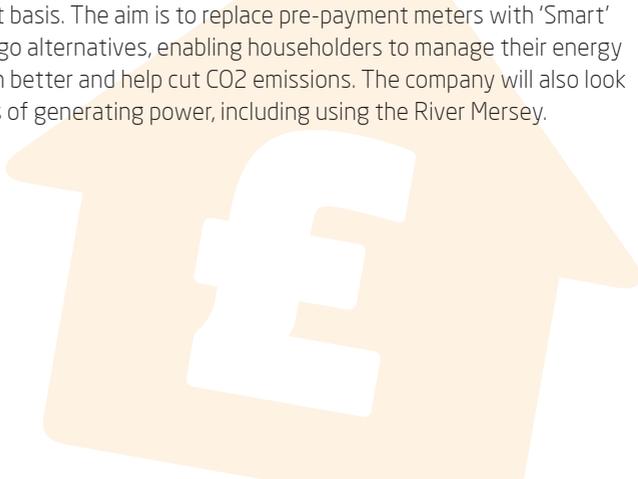
02 Leading the way on fair pay

People in low paid employment can struggle to maintain healthy diets and heat their homes properly - that's why **89 Labour Councils** and counting now pay the Living Wage. We believe that a fair day's work, deserves a fair day's pay.

Southwark Council have successfully implemented a Living Wage pay policy for people directly employed by the council and have committed to doing the same throughout its supply chain. For the thousands of residents not employed by the council, Southwark recognised the need to play a leadership role in working with small businesses, so they organised a Living Wage Symposium to examine the wider context of the Living Wage and the challenges of implementing an effective Living Wage policy for businesses. The symposium allowed people from across different disciplines to collaborate on potential solutions to the challenges of paying the Living Wage.

03 Cheaper Energy Bills with our own energy companies

One in seven households in the Liverpool city live in fuel poverty and over 70,000 households - a third of all in the city - use costly pre-payment meters which are estimated to cost an extra £226 a year compared with those who use the cheapest direct debit tariff. **Liverpool City Council** is now setting up a new energy company - "the Liverpool LECCy" - to sell gas and electricity at a lower cost than other suppliers, operating on a not for profit basis. The aim is to replace pre-payment meters with 'Smart' pay-as-you-go alternatives, enabling householders to manage their energy consumption better and help cut CO2 emissions. The company will also look at new ways of generating power, including using the River Mersey.



04 Helping residents with debt and supporting credit unions

Derbyshire County Council has resolved hundreds of complex claims for benefits referred by the Citizen's Advice Bureau and brought in over £18m to the Derbyshire local economy in unclaimed benefits through the council's in-house Welfare Rights Service.

Over 4,024 families have been helped to secure more than £4m of additional income and the council has rescheduled or cancelled entirely, debts totalling more than £3.4m. They have done this through their Welfare Rights service and by supporting Credit Unions and piloting Citizens Advice Bureaux sessions in Children's Centres.

To deal with food poverty they set up 'Feeding Derbyshire' to find sustainable solutions to tackling food poverty including redistributing surplus supermarket food, helping people struggling on a low income, debt and benefit delays.

05 Comprehensive initiatives to reduce homelessness

Cambridge City Council has worked hard to give grants to homelessness organisations in the city; with £700,000 agreed for 2016/17.

In 2015-16 the Council and its local partner agencies prevented or relieved homelessness in 787 cases. They have a comprehensive plan in place including:

- Training flats for former rough sleepers – there are currently two of these and there are plans to increase these to somewhere between 6 and 10
- Introduction of close monitoring of 'move on' (resettlement) rates from hostels and supported housing projects. In conjunction with this additional support will be offered to these housing providers by Town Hall Lettings
- Evaluation of gaps in floating support services – there are concerns that some homeless people are falling through the net – work is underway with the County and homelessness agencies to identify referral pathways for these individuals

- Rough sleepers' action plan – led by street outreach services and monitored by the Council, at the heart of this plan is the development of a multi- agency approach to those service users who are not engaging with services and refocusing on enforcement where required
- Benefit Cap – the Council has formed a multi-agency working group, operating to an agreed procedure for supporting households affected by the benefit cap; the aim being to prevent homelessness for the 150 or so households affected.

Milton Keynes Council has taken an evidence driven and co-ordinated approach to preventing homelessness. Their aim is to ensure support is available to those in need and not just those where there is a statutory duty so that residents have a pathway to long term stability. The Council has established a Homelessness Partnership with the voluntary sector to co-ordinate appropriate support services, ensuring they are accessible when needed and assessing gaps in existing provision. The aim is to establish a 'one-stop shop' style service to assist residents in danger of homelessness and support those in crisis. This is in conjunction with the development of a 'Rough Sleeping Action Plan', with use of emergency facilities, an outreach service, emergency short-term crisis shelter and sanitary facilities.





Creating jobs and helping people get new skills

06

Helping to create new jobs

Luton Council's investment Framework sets out their 20 year plan for major transformation of the town. Through inward investment the Council has outlined how Luton will achieve strong, sustainable and balanced growth and create jobs for local people. By 2025 the council aims to have set up a skills-academy to provide a locally sourced, up-skilled workforce and 15,000 additional new jobs.

In 2016 **Enfield Council** announced the Meridian Water development. Along with their partners, they committed to deliver 10,000 homes, 6,000 permanent jobs and 10,000 jobs in the construction industry and supporting infrastructure including a railway station, shops and other community facilities. Work began on the first 725 new homes in January 2017.

Nottinghamshire County Council's 'Nottinghamshire Economic Development Capital Fund' provides capital grants to help businesses grow and employ more local people. The grant is used to support new equipment purchases and machinery and other capital investments for expansion purposes like land or property. Since its launch in 2014 the fund has used £3.5 million to help more than 30 businesses and has attracted £20.5 million funding from other public or private organisations.

'Enterprising Barnsley' is the economic development arm of **Barnsley Council** which aims to support Barnsley-based businesses by offering a wide range of services to those that are looking to start up, expand, invest and relocate. They help with recruitment advice, employee training, support to access financial assistance and guidance on business relocation. Since formed, they have helped to create 340 new businesses, attract 40 companies to relocate and expand, have created over 4,000 jobs and have provided support to 1,600 companies.

07

Matching up local people with local employment opportunities

Stroud District Council have encouraged over 1,000 Year 9 students from all the District's secondary and special schools to meet 65 local employers across all sectors. 500 parents and students meet 14 Higher Education and Further Education providers in evening sessions. Now in its fourth year, there is a waiting list of employers wanting to take part. It is Gloucestershire's largest and most successful careers guidance and education-business event and is run in conjunction with SGS College and University of Gloucestershire.

08

Helping the long-term unemployed back into work

Following the Islington Employment Commission which looked at barriers to local people finding work and how employment systems could be made more effective, **Islington Council** supported 2,700 unemployed residents into paid work, half of whom were long term unemployed. They have also helped 200 people with a disability or long-term health condition into work after a pioneering new approach which placed work coaches in GP surgeries and offered employment support all on an entirely voluntary basis. The iWork Team continues to develop systems of working to help people from hard to reach communities and others find work, including 385 parents into employment, many of whom were single parents.

Southampton City Council have used their planning powers to sign employment plans with all large developments proposed in the City. To date over one hundred of these plans have been signed. The plans are embedded inside section 106 agreements and have delivered over one thousand jobs, apprenticeships and work experience opportunities for local people, many of whom have traditionally found it difficult to get interviews and job

offers. As a result, the council has a 4.5% NEET rate, one of the lowest of all large urban areas in the country.

Southampton have also used their City Deal to launch a programme of employment support for those adults further from the work place. Many of whom have multiple issues around addiction and or mental health. Their success rates in terms of finding those on the scheme permanent employment is four times greater than the national DWP scheme and at a cost of only £8,000 per job - significantly cheaper than the Government work programme cost of £12,000 per job.

09

Creating new apprenticeship opportunities

Lancashire County Council have delivered Apprentice and Graduate employment programmes as well as more opportunities for young people. Their apprenticeship and pre-apprenticeship programmes support employers to access apprenticeship training for young people aged 16-24 currently working in the private sector, whilst their 'WorkStart' programme works in partnership with JobCentre Plus to provide the opportunity for 18-24 year olds to gain private sector work experience for up to 8 weeks.

As well as creating its own Employer Grant Fund, **Gedling Council** led the successful bid for ERASMUS European funding which has enabled the creation of 90 local apprenticeships.

Southwark Council has committed to supporting 5,000 local people into jobs and creating 2,000 new apprenticeships. Since 2014, almost 2,500 residents have started new jobs as a result of the council's support programmes and over 700 new apprenticeships have been created.

Southwark's employment rate has now overtaken London and national rates, with more people employed in the borough than at any other time this century. More 16-18 year olds in Southwark are also taking part in learning and training with the proportion of NEETS at 2.5%, compared to the London average of 3.1%. The council is guaranteeing education, employment or training for every school leaver, and over 1,300 local students completed work experience in 2015-16.

Wakefield Council was named as one of the top 100 employers for apprenticeships at the 2016 National Apprenticeship Awards.

At any one time the Council has between 60 and 80 apprentices aged 16 - 24 in placements. Young people can also take up opportunities through

the Wakefield Apprenticeship Hub which has placed nearly 400 apprentices with businesses across the district in the last 3 years.

The Hub provides employers with bespoke advice and support to help them find and recruit apprentices and will help businesses identify and carry out training and development.

10 Helping young people get jobs

Nottingham City Council have continued their Nottingham Jobs Fund, helping young people into employment. The council works with local employers to provide local jobs to Nottingham City residents between the ages of 18-24.

11 Supporting young people who are or are at risk of becoming not in employment, education or training (NEET)

Lancashire County Council has implemented the Apprentice, Graduate, Work Start, Future Horizons programme and Ex Service Personnel programmes to create job opportunities, develop skills and provide training for employment.

Since **Islington Council's** Employment Commission, 700 young people have been helped to find work, which in turn halved the borough's proportion of NEETs. A further 104 apprentices have been placed in the last year (44 at the council itself).

12 Providing quality work experience opportunities

Bristol City Council use the evidence driven approach that young people in quality work experience go on to get better jobs afterwards. They launched their meaningful work experience scheme 'WORKS' so that every young person in the city is given a quality work experience placement.



13

Tackling youth unemployment

Newcastle City Council currently supports 115 apprentices, of which 72 are employed and funded entirely by the council. A further 29 are on Apprenticeship+ and Work Study Programmes. Pre-apprentices attend college one day per week to study Maths and English functional skills.

The council are also developing an integrated employment and skills offer for 16-25 year olds focussing specifically on barriers to employment.

14

Working with local companies to create new job opportunities for young people

Doncaster Council set up an Education and Skills Commission review to shape a future education and skills system that works for the people of Doncaster and local businesses.

'DurhamWorks' is a project that aims to help people aged 16 to 24 by improving their skills, increasing their opportunities, mentoring them and guiding them towards work. Run by **Durham County Council**, the £17 million project involves a range of other groups and organisations, including Gateshead College, the Citizens' Advice Bureau, Consett YMCA, and the East Durham Business Service. DurhamWorks assists young people with job applications, helps them improve their maths and English, and helps them with costs such as travel, clothing and childcare. By July 2018 the project aims to have guided nearly 6,000 youngsters into employment.





Supporting economic growth

15

Investing in growth in the local economy

Leicester City Council's 'Local Investment Fund' is designed to find financial solutions for inward investment projects that support and drive growth within the local economy. The fund is used as a bespoke tool for projects that require additional support to set up and operate in Leicester.

As part of the Leicester to work scheme, Leicester City Council's Economic Development team run an Apprenticeship Hub which provides services for young people and employers to encourage the growth of apprenticeship opportunities, and increase the number of young people becoming apprentices. The team also oversees the 'Step-Up' work placement scheme to help long term unemployed people into work or training.

16

Making the best of Devolution deals

Derbyshire County Council has a 'Devolution Deal' prospectus with councils in Derbyshire and **Nottinghamshire**, which aims to secure a £900m investment fund to support local and regional economic development over the next 30 years.

17

Maximising social and economic benefits for communities from council decisions

Along with its partners, **Derbyshire County Council** has secured £1.7m in funding for the Peak LEADER Programme, which aims to create more jobs and boost the economy in Derbyshire's rural areas.

18 Supporting small businesses to grow and succeed

Leicester City Council have implemented a new scheme to grant discretionary rate relief to help businesses in Leicester achieve their growth potential and has made a £60 million investment for business growth and to attract investment in the area.

Bristol City Council's Community Energy Fund supports local groups through grant and loan offers, to fund their energy efficiency and sustainability projects. They also work with businesses of all sizes across the city to provide a way for organisations to contribute to and address environmental and social issues in the community.

19 Working with businesses to build support for growth

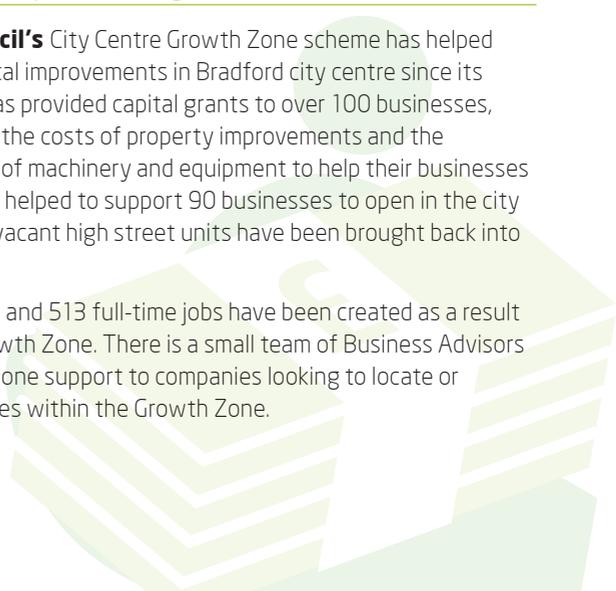
In **Lancashire**, both the Lancashire Economic Partnership and Lancashire County Development Ltd supported business growth.

Leicester City Council's Local Investment Fund helps local businesses find financial solutions for inward investment projects that support the local economy and help drive economic growth.

20 Helping local shops and high streets to thrive

Bradford City Council's City Centre Growth Zone scheme has helped to trigger major physical improvements in Bradford city centre since its launch. The scheme has provided capital grants to over 100 businesses, supporting them with the costs of property improvements and the purchase of key items of machinery and equipment to help their businesses grow. The scheme has helped to support 90 businesses to open in the city centre, while over 70 vacant high street units have been brought back into commercial use.

To date, 610 part-time and 513 full-time jobs have been created as a result of the City Centre Growth Zone. There is a small team of Business Advisors able to provide one to one support to companies looking to locate or expand their businesses within the Growth Zone.





Social care in our communities

21

Taking a preventive approach to care

Derbyshire County Council's 'Deferred Payment Scheme' is designed to prevent service users from selling their home in their lifetime to pay for their care.

The council's Direct Care team is at the heart of their plans for an integrated approach to health and social care, supporting residents who want to maintain their independence.

Staff work alongside partners to manage demand. In-house provision of domiciliary and residential care allows resources to be used effectively to cover gaps in the market where individuals have been unable to access the care and support they require.

Building on its reputation with local residents as a valued and trusted service, the county's Adult Care service is opening new community care centres and extra care facilities designed to support older people age well. It maintains high service standards, promotes good employment practice, including paying the Living Wage, providing training and development.

22

Investing in ways to support an aging population

South Tyneside Council is investing in ways to support its aging population. Haven Court is a purpose build facility to support integrated health and social care services tailored to the needs of South Tyneside's older residents, particularly those with dementia. The 80-bed centre, built by the council on the grounds of South Tyneside District Hospital, offers

high quality support and services, including residential and day care and respite and rehabilitation services. It has been designed around the needs of people with varying degrees of dementia, incorporating features such as 'memory boxes', handrails, cushioned floor finishes and colour schemes to help people find their way around, and will employ tele-health and tele-care technology such as bed and chair sensors which identify fall risks.

23

Building houses for independent living

Brent Council has developed an ambitious house building programme called New Accommodation for Independent Living (NAIL) to tackle the social care crisis. They have plans to build 529 extra care units by 2018 by working with housing providers as well as developing and purchasing their own homes. Each NAIL placement provides the Council with an average weekly saving of £332 per person, compared to accommodation provided in nursing or residential care. To date the programme has delivered £4.7 million worth of savings and delivered better care for residents.

24

Creating age friendly boroughs

Southwark Council has made sure all their services are age friendly, so that everyone can get the best out of Southwark whatever their age. It was the first borough in London to be officially recognised by the World Health Organisation (WHO) as part of its Global Network of Age-friendly Cities and Communities. The membership means Southwark has joined a wide range of international communities to share information, experience and best practices to make Southwark a safer, healthier and happier place for its older residents.

Some of the council's age friendly policies include:

- Their Ethical Care Charter, which guarantees London Living Wage, paid travel time and for all our home care workers
- Becoming a Dementia Friendly Borough
- Free 'Silver Surfer' IT sessions at their libraries
- Free swim and gym for over 60s in council leisure centres
- Targeted employment support for anyone over 50 facing barriers to getting jobs.

25 Strengthening adoption services

South Tyneside Council's adoption service has been praised after the number of vulnerable children adopted has doubled in 2016. The council work closely with their marketing and press officers to develop a robust recruitment strategy to raise their profile and encourage more enquiries about adoption. They also hold bi-monthly evening information sessions, about the adoption process, publish leaflets and advertise in their local newsletter. The Adoption team holds a Summer Event and a Christmas event with a range of activities and games, which is well attended by adopters, prospective adopters and their children and they hold a quarterly support group for adopters with speakers offering advice and guidance on issues of interest to adopters in relation to parenting adopted children. According to the Department for Education and Ofsted, the service is one of the best performing adoption agencies in the country.

Warrington, Wigan and St Helens Councils run a joint adoption service which holds drop-in sessions for those who are interested in adopting a child. There are many children in desperate need of a loving family across the three authorities, but in the last year, 50 children in St Helens have been adopted by a family.

26 Creating innovative ways to bring health education to young people

Sandwell Council has implemented Project 12 (P12) - a Personal, Social Health Education (PSHE) Programme covering 12 subjects.

P12 focuses on Education, Prevention, Identification and Intervention, seeking to raise awareness and up-skill young people, and those that work with them. The aim is to give young people the skills they need so that they can seek help early on.

Since its launch in September 2016, 18 of the 19 secondary schools in Sandwell have been part of 'P12'. The remaining schools will be engaged via existing organisations ensuring that as many young people access the P12 delivery as possible, with other community organisations also signed up for training.

Public Health West Midlands and Public Health England colleagues are reviewing the resources and two of Sandwell's neighbouring authorities are also doing the same.



Promoting health & wellbeing

27

Signing up to the Ethical Care Charter

15 Labour councils in England have signed the UNISON Ethical Care charter. The Ethical Care Charter sets out a strategy for councils to improve home-care for vulnerable residents that they are responsible for. The aim behind the Charter is to establish a minimum standard for the safety, quality and dignity of care by safeguarding employment conditions which do not routinely short change residents and ensure the recruitment and retention of a stable workforce through a sustainable pay structure, working conditions and training levels.

28

Fully integrated health and social care services

Stockport Council has worked closely with their local NHS to develop fully integrated health and social care services. The Council and NHS have pooled £200 million from their local budgets to ensure that patients get care in the most appropriate setting and that community-based interventions prevent illness rather than simply treating it when it occurs. Multidisciplinary care teams including community nurses, GPs, and social workers support patients most at risk of hospital admission, sharing expertise, records and resources to provide the best possible outcomes for people across the borough.

29 Working to improve children's health

Leicester City Council's 'Healthy Teeth, Happy Smiles' programme has won national awards and has led to dramatic improvements in the health of kids teeth. The council's dental strategy provides every child with five free toothbrush and toothpaste packs, encourages parents to swap their old baby bottles for a free drinking cup at local children's centres and holds free sessions for children aged 0-5, to learn how to brush their teeth properly.

30 Developing new models of sexual health services

Derbyshire County Council launched the new integrated Derbyshire Sexual Health Service which provides free confidential advice to residents on a range of issues from sexually transmitted diseases to contraception and relationships. It also offers screening, treatment and support for STIs. The service has also implemented the 'G-Card' which provides young people (aged 13-24) with free condoms and advice on sex and relationships. The Derbyshire Sexual Health Service helps to promote safe sex and has delivered sexual health services to 19,000 people across the county.

31 Promoting NHS Health Check to Council Tenants

Sandwell Council marketed the NHS Health Check via their Rent Cards. Initially, it only targeted 28,000 of their council Tenants but due to high take up, the council continued their innovative idea to share services and link in with the council tax billing team. This forms part of their 'Facing the future' initiative to engage with every household in Sandwell. The council now send health check reminders to all residents with their yearly council tax bills.

32 Helping with the cost of care

Nottinghamshire County Council and Nottingham City Council's 'Direct Payments Policy' allows monetary payments to be made by the council to individuals and carers on request. This is to help meet some or all of their eligible care and support needs. Their aim is to empower children, young people and their families by increasing choice, independence and control over the way that social care support is delivered.

33

Wellbeing in the workplace

The **Wakefield** Health and Wellbeing Board has approved the implementation of a public sector workplace wellness programme. It is the only staff wellbeing service in the country that provides a comprehensive fitness assessment alongside behavioural change techniques. The service consists of an hour-long appointment testing an individual's cholesterol, blood pressure, diabetes risk, lung function, aerobic fitness and body composition. A personalised report is provided at the end of each session, along with instant feedback, advice on how to make positive health and lifestyle changes, and a fully comprehensive action plan.

34

Leading by example

Following a Corporate Health Standard assessment, **Swansea City and Council** have been recommended by Public Health Wales to the Welsh Government for the Platinum Standard Award. The process focussed on both the extent to which the council embeds sustainability into the organisation and is demonstrating community leadership.

Thousands of patients in **Leicester City Council** have benefitted from better coordinated health and social care support after Leicester City CCG and Leicester City Council took the decision to move important services into a shared location to remove unnecessary organisational barriers.

35

Making it easier for residents to lead healthy lives

Southwark Council is encouraging residents to lead healthier and active lives by introducing free swim and gym use in all council leisure centres. Everyone who lives in the borough can go swimming and use the gym for free in any council leisure centre all day Friday and Saturday and Sunday afternoons. Alongside free swim and gym, disabled Southwark residents can use all leisure centres for free seven days a week, and there are free 'Silver Sessions' for over 60s.

36 Delivering free midlife health checks

Rochdale Council is one of the top in the country for delivering free 'midlife health MOTs'. Latest figures from Public Health England show that 44% of eligible people aged 40 - 74 attended their NHS Health Checks, which help to prevent diabetes, heart disease, kidney disease, strokes and dementia (some of the biggest 'killer diseases' in the borough). The figure means Rochdale is ranked ninth-best in the country for delivering the health checks. The council's public health team work with the borough's 37 GP surgeries, to promote the importance of spotting signs of ill health early and ways to take small steps to prevent them becoming a lifelong condition.

37 Moving to fast-track HIV and AIDS response in cities

The Labour administration at **Brighton & Hove City Council** successfully achieved cross party support for their ambitious plan for tackling HIV in the city.

Labour want the city to become the UK's first "Fast-Track City", by signing the Paris Declaration of 1st November 2014 and joining many other cities around the world in doing so.

"Fast-Track Cities" are a network of cities committed to achieving the 90:90:90 targets of 90% of people living with HIV being aware of their status, 90% of them being on antiretroviral treatment and 90% of those having undetectable viral loads.

The Labour administration have also been in discussions with the Martin Fisher Foundation to try to deliver an extra legacy for the city, in memory of Martin Fisher, whose work on HIV/AIDS is known internationally.

The Foundation wants to move the city "Towards Zero" – a massive ambition for the whole city in HIV prevention – to move towards zero new HIV infections, zero HIV related deaths and zero HIV stigma.



Improving education and supporting children

38

Focus on early years learning

In partnership with educational psychologist Dr Madeline Portwood, **South Tyneside Council** developed an effective back-to-basics approach to early years language learning and social development. The initiative provides families with a basket of basic resources, including building blocks, a chalk board, threading beads and a ball, aimed at stimulating social, physical and language skills. Children taking part in the award-winning, internationally-recognised scheme show accelerated learning, achieving on average double the progress expected of them over the six months of the programme.

39

Promoting essential life skills

‘Southwark Smart Savers’ helps children in **Southwark** to save and teaches them about responsible financial behaviour. Every child in year 6 receives a free £20 voucher to deposit into a new or existing London Mutual Credit Union Young Saver Account. Now in its fourth year, the successful scheme sees hundreds of Southwark students claim their Smart Saver voucher every year. This policy helps to create a generation of Southwark smart savers, helping young people in the borough learn to make sound financial decisions throughout their lives.

40 Providing free meals to school children

In 2010, **Islington Council** became one of the UK's first to dish out free food to all nursery and primary school pupils, regardless of how well-off the parents are. From then many other councils have rolled this policy out.

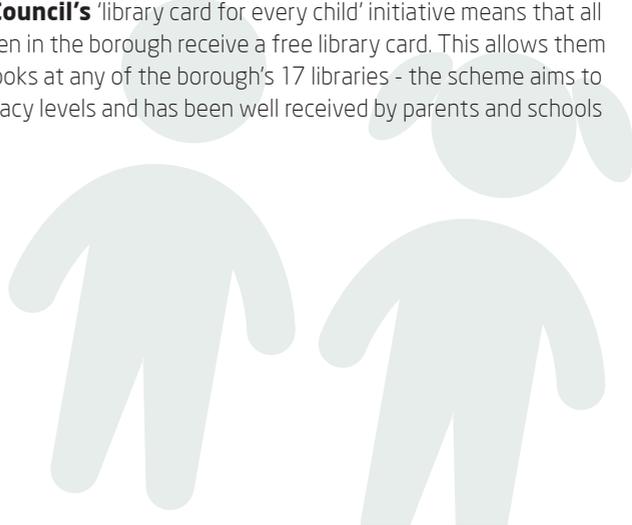
Newham Council funds the universal free school meals programme and invests nearly £6 million per year to ensure children in Newham's primary schools can continue to benefit from a healthy lunchtime meal. The council has also invested in upgrading their primary school kitchen and dining facilities.

The scheme has provided support to nearly 3,300 households with 9,300 children - who were not eligible for free school meals (FSM) under national arrangements. The scheme saves families over £500 per child (before tax).

Blackpool Council have continued their breakfast scheme which has helped to improve the health and well-being of the town's young residents. All primary school children are entitled to a free breakfast and milk and since its implementation 11,000 breakfasts have been delivered daily in 33 schools. Findings have shown that children who attend the breakfast club consumed significantly more healthy items for breakfast than non-attendees and the scheme has helped reduce inequality in the nutritional quality of children's diets.

41 Promoting library services

Rochdale Council's 'library card for every child' initiative means that all Year 1 children in the borough receive a free library card. This allows them to borrow books at any of the borough's 17 libraries - the scheme aims to improve literacy levels and has been well received by parents and schools alike.



42 Boosting literacy rates

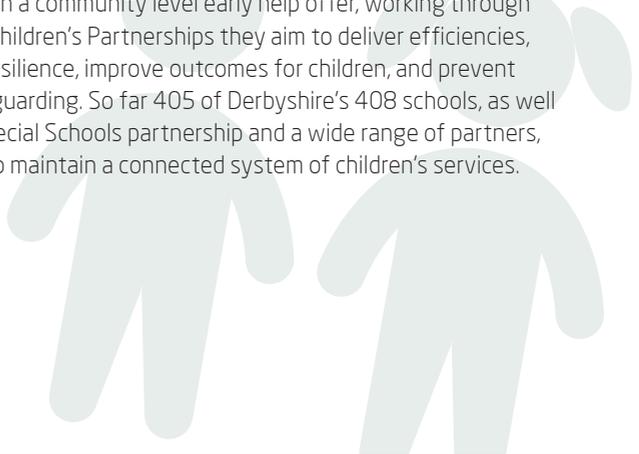
The performance of **Newham's** children in reading and writing using phonics has improved from 27th to 3rd according to the latest phonics screening check statistics released by the DFE in September 2016. It is the largest programme of its type in the country and the borough's Key Stage 1 results place Newham third in London and England, with 87% of its pupils passing the screening check.

43 Finding new ways of delivering services for young people

Despite losing 70% of its government funding by 2020, **Islington Council** has prioritised protecting service for young people and has made an additional investment of £2million over four years in targeted youth services.

The 'Early Help' offer provided by **Wakefield Council** at hubs located across the district offer a range of services for families and can help those who need support at the earliest opportunity. The hubs provide a more joined-up and community based service for families with children and young people, pre-birth to 19 years old and 25 years old where there are special educational needs or disabilities. Help includes parenting skills, support to improve school attendance and helping children to do well at school. The hub services are delivered in partnership with the police, NHS and community and voluntary sector organisations.

Schools across Derbyshire have joined forces with **Derbyshire County Council** to invest in a community level early help offer, working through six locality based Children's Partnerships they aim to deliver efficiencies, build community resilience, improve outcomes for children, and prevent escalation to safeguarding. So far 405 of Derbyshire's 408 schools, as well as the county's Special Schools partnership and a wide range of partners, are collaborating to maintain a connected system of children's services.



44

Providing free after school activities for children

16,500 free swimming sessions have been taken up by local residents since **Gedling Council** introduced its Free Swimming Programme after the May 2015 elections, with the council's 'Learn to Swim' Programme enabling 1,570 children to have access to swimming lessons.

Newham's 'Every Child a Musician' (ECaM) is the largest and most successful musical programme in the country, with 10,000 Newham children benefiting.

Every child in year five at a Newham school receives a free instrument and free tuition for three years. Each school has a selection of three instruments for children to choose from with lessons taking place at school once a week during term time.

45

Teaching valuable lessons from the past

Bradford City Council's "Stand Up Speak Out Make A Difference" is a groundbreaking peer education programme for young people to learn lessons for the future from past atrocities. The project was developed by the Council's Diversity and Cohesion team to address issues that young people feel are important to them. The programme has a particular focus on the Holocaust and the Srebrenica Genocide and works closely with the Anne Frank Trust and the Remembering Srebrenica charity. It asks young people to discuss how racial and religious intolerance begins and the tragic consequences when societies fail to act. In 2016, 160 young people from eight different Bradford schools were trained as peer educators in their own schools. Anne Frank's stepsister Dr Eva Schloss visited Bradford in 2015 as part of the project. She planted a sapling taken from a horse chestnut tree that stood outside the Anne Frank Museum in Amsterdam, which is one of only 150 trees grown from the original that stood outside the Frank family home during World War II.



46

Working to help young offenders

Leicester City Council's Youth Offending Service provide specialist support and education opportunities. 74% of young people had a positive education or training placement arranged at the end of their orders with those who have been involved in the service praising their positive experience.

Haringey Council's 'Youth On Track' (HYOT) programme has a Triage Project which aims to divert young people who commit low gravity offences away from being charged into a restorative intervention. This means that young people do not enter the criminal justice system or have a criminal conviction, which can be a barrier in later life. The young person must be a Haringey resident and admit the offence. Triage enables the early identification of a young person's risk or needs so that an individual plan is devised so that support can be given to the young person and parents/ carers try to prevent future offending. The intervention generally lasts six weeks and referrals can be made to other agencies as necessary. Triage workers are available to attend Hornsey or Tottenham Police Stations on weekdays between 10am to 6pm.

They work to:

- ensure multi-agency co-operation so that children at risk of offending are identified early
- prevent offending and anti-social behaviour by offering voluntary support for high risk children and young people and their families
- reduce truancy and exclusions among 8-16 year olds
- tackle the problems of social exclusion in selected areas, including work in schools.





Building homes, helping first- time buyers and improving housing

47

Building thousands of genuinely affordable new homes

Islington Council is set to deliver a further 2,000 genuinely affordable homes by 2019, with more than 700 being built in the last two years. As the most densely populated borough in London, delivering new homes is a challenge and so the council has adopted innovative ways of building new homes. By converting disused garages on estates, and making better use of underused space, the council has been able to deliver new homes, including more accessible and adapted homes for residents with disabilities.

Building more new homes continues to be a key priority for **Doncaster Council**. In quarter 2 there were a further 181 completions, bringing the total up to 422 and predicted to exceed the year-end target. There were also a total of 56 affordable homes provided that were completed/reported in the quarter.

The Royal Borough of Greenwich have been granted planning permission to build new affordable housing. The Peninsula Place

development will sit on top of North Greenwich underground station, covering 1.4m sq ft and featuring 800 apartments including 200 affordable homes, as well as offices, shops, restaurants, a cinema, a performance venue and hotel.

48

Finding new ways of getting investment in new house-building

With the Housing and Planning Act becoming law, **Islington Council** has led the way on challenging the government on the implementation of the legislation and has led a successful campaign against the 'Tenant Tax' (Pay to Stay), which will add more than £700 to the annual rent of a typical affected household living social housing.

Wolverhampton City Council has facilitated the creation of a new housing company to deliver a mix of housing - affordable homes, high quality homes to rent and homes to buy - on hard to market brownfield sites. As well as delivering more homes in the City, the council will receive additional income through the repayment of the loan to the company.

49

Tackling rogue landlords and HMOs

Southampton City Council have a Houses in Multiple Occupation Licensing Scheme in two areas of the city experiencing high concentrations of HMOs - some of which is linked to the demand for student accommodation.

Over 3600 HMOs in the city have been inspected to ensure they are safe and meeting the council's standards and a dedicated warden has been appointed to patrol the HMO licensing areas on a daily basis and to talk to tenants and residents to resolve any issues. They have implemented active clearing and removal of fly-tipped waste for one day each week, in collaboration with Community Payback and SCC Waste Disposal team and have successfully prosecuted 13 landlords for failure to license their HMOs. There has also been a significant turnaround in the views of local landlord associations, moving from initial hostility towards the scheme three years ago (when they unsuccessfully took the Council to a Judicial review) to active support.

Wolverhampton City Council has been tackling rogue landlords and is taking action to improve the quality of housing in the city by creating a 'rent with confidence' scheme. The scheme will award stars to landlords who rent out properly above the minimum statutory requirements, with financial incentives for the best landlords. They have also been improving standards in the rented sector by tackling rogue landlords.

Manchester City Council have cracked down on rogue landlords by piloting a new licensing scheme. The initiative, means that landlords and management agents will now have to apply for a special licence in order to rent out their flats - and show proof that gas checks have been done and that smoke alarms are working. It will be compulsory for tenants to be provided with a tenancy agreement and landlords will be obliged to demand references.

50

Making residents aware of their housing rights

Sheffield City Council has pledged to continue targeting rogue landlords, after a record amount of successful prosecutions against rogue landlords in November 2016. Importantly, the council is stressing engaging with tenants to help them fully understand their rights as tenants and their landlord's legal obligations.

51

Building the next generation of council houses

A housing company launched by **Croydon Council** is set to build up to 1,000 new homes over the next three years. 'Brick by Brick', wholly owned by the council, will construct houses on 50 sites across the borough in a bid to stem the homelessness crisis.

Doncaster Council has been building 120 new council houses. Their scheme will be completed in 2017 and is funded through a combination of Homes and Communities Agency grants and funding allocated from Doncaster Council's capital programme.

Since 2014, **Wolverhampton City Council** have built over 50 new council homes with a commitment to deliver more than 400 by 2020. They have also built bespoke council houses for families with an adult wheelchair user.

Sheffield City Council has committed itself to providing 1,000 new council homes by 2021, including homes for elderly people and people with learning disabilities.

52

Driving up housing standards

Southwark Council has committed to improving housing standards and building more homes of every kind, including 11,000 new council homes over 30 years. The council will make every home warm, dry and safe with the proportion of 'decent homes' increasing from 56% in 2010 to 90% in 2016. The council has also guaranteed a quality kitchen and bathroom for every council tenant, meaning over 17,000 new kitchens and over 21,000 new bathrooms will be installed in council homes.

53

Making it easier to access temporary housing

Enfield Council's Housing Gateway, an independent company set up by the council in 2014, has been providing affordable alternatives to expensive nightly accommodation for families that need temporary housing. Housing Gateway has helped ease council budget pressures relating to temporary housing, and has secured good-quality local homes for local families.

54

Providing mortgage help to residents with financial troubles

Wakefield Council has a number of schemes in place to help people who are experiencing financial difficulties or struggling to make mortgage repayments, including the 'mortgage rescue' and 'breathing space' schemes.

'Breathing space' was originally set up to help people in sudden financial difficulties, through illness or the loss of a job, get an interest and repayment free secured loan to clear arrears on mortgages, giving them more time to consider their alternatives and plan ahead.

However, concerns were raised that some older people in the district with interest only mortgages were also struggling to pay back some, or all of the money they originally borrowed, at the end of their term. These residents were not eligible for help under the current breathing space scheme.

As a result 'Homesafe', a mortgage help scheme to support those aged over 55 was introduced. It offers advice, information and help to those aged 55 and over with an interest-only mortgage.

55 Using grants to get building

Newcastle City Council is building hundreds of new, affordable homes after receiving £11.2 million in grant money from the Homes and Communities Agency (HCA) as part of an ambitious five-year programme to provide more quality housing. The programme will include specialised housing for elderly residents, disabled people, and young families.

56 Stamping out the letting of poor quality accommodation

Oldham Council has introduced a licensing scheme for private landlords to stamp out the letting of poor quality accommodation. They launched a three month consultation that involved residents, private landlords, businesses and other stakeholders in targeted areas across the borough. The scheme required all landlords to be registered with the council, obtaining a five-year licence - a 'one-off' fee of £490 per property fine.

57 Protecting welfare services for households in crisis

The People's Gateway service was established by **Croydon Council** in April 2015. It aims to provide an innovative, holistic, multidisciplinary and preventative response to households heading towards crisis, rather than acting in an ad-hoc or piecemeal manner.

Since October 2015, over 7,000 households have been engaged creating over £2.5 million savings to the council and 1,700 residents at risk of crisis have been supported to become financially stable. 347 fewer households were placed in temporary accommodation and 587 residents helped into employment. Debt to the council has been reduced and over £11 million has been claimed in additional welfare entitlements.

58 New ways of housing homeless families

Lewisham is the home of 'PLACE/Ladywell', the UK's first pop-up village of temporary units that provide accommodation for up to 24 homeless families with community facilities and a new creative co-working space for start-ups and small businesses. The method of construction means the units were constructed faster and cheaper than traditional housing, and can be taken down and relocated to allow comprehensive redevelopment of the site.

59

Innovative strategy to deal with empty homes

Leeds City Council has implemented an Empty Homes Strategy. The council have found new and innovative ways to bring empty homes back into use including the 'Empty Homes Doctor Service' which helps owners find solutions to their empty homes, a 'Buy Back Programme' which allows the council to purchase unused properties and serve compulsory purchase orders; and the introduction of financial disincentives via the Council Tax system.

Durham County Council has marketed some of its long term empty homes at discounted prices - the 'Homesteading Initiative' means prospective owner occupiers can purchase at discounts of up to 35% on the condition that they reside in the home for five years. Meanwhile 600 long term empty homes have been brought back into use, thanks to council intervention such as help in renovating homes.

Bristol City Council previously gave unoccupied properties a discount of between five and ten per cent on council tax bills. But with the city facing a housing shortage and government cuts to the council's funding, the discretionary financial relief has now been stopped. This is set to bring the council an additional £420,000 a year. The move not only saves money but also increases Bristol's housing stock. The council have already reduced the number of empty homes in the city from 550 to 406.





Stronger and safer communities

60

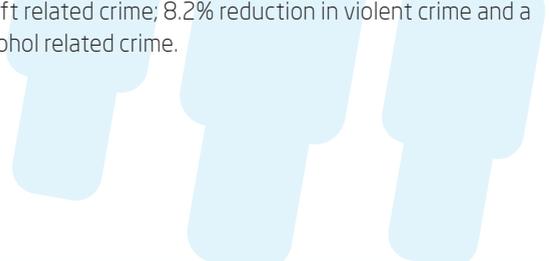
Taking on anti social behaviour and helping rehabilitation

Stevenage's 'No More' project works with longstanding perpetrators of anti-social behaviour by allocating key-workers to individuals who sign a 'contract' to receive support to help reduce or end their ASB. This project has had dramatic results with many participants never re-offending.

61

Taking a multi-agency approach to reduce crime

Blackpool Council offers a multi-agency approach to its licensing schemes. Housing Enforcement work hard to address the needs of local residents by identifying poor property conditions and challenging rogue landlords. Their Transience Programme engages with residents and where vulnerabilities are identified, works with the individual or family to refer them to support services, including homelessness prevention. Lancashire Constabulary offers support to residents and their communities including reassurance work; addressing anti-social behaviour, and learning more about the issues affecting those communities. The first Selective Licensing Scheme in South Beach, has seen a 44% reduction in drug related crime, 17% reduction in theft related crime; 8.2% reduction in violent crime and a 40% reduction in alcohol related crime.



62 Building stronger communities

Oldham Council have implemented the 'Oldham Community Safety Partnership Plan'. The council works closely with a number of organisations, including the Police, the Fire Service and the NHS to address difficult problems that affect the community. This multi-agency safeguarding scheme aims to tackle anti-social behaviour and crime, whilst also providing support for victims of modern slavery, domestic violence, child sexual exploitation and drug use.

It also has a bigger focus on community cohesion and building a town where people live well together.

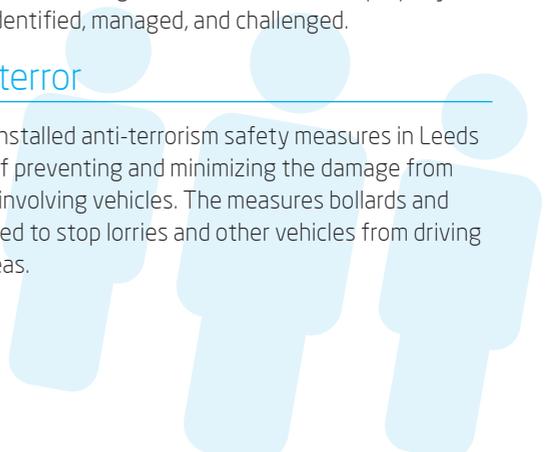
The council works in close partnership with community, voluntary and faith groups in Oldham to positively engage local people in building good community relations and preventing alienation and mistrust and will challenge the ideology of extremism, and provide support for individuals who are vulnerable to radicalisation leading to terrorism. By creating a bridge between different cultural communities and establishing better links with local residents, they are creating more efficient pathways and procedures to enable agencies to respond quickly and intervene early.

63 Tough on hate crime

Nottinghamshire County Council's 'Hate Crime Policy' reinforces its commitment to tackling hate crime alongside local police forces. The council does this by raising awareness of what hate crimes are and why it is important they be reported, providing guidance to employees on how to respond to hate crimes, and ensuring that hate incidents are properly recorded and proactively identified, managed, and challenged.

64 Securing against terror

Leeds City Council has installed anti-terrorism safety measures in Leeds city-centre with the goal of preventing and minimizing the damage from potential terrorist attacks involving vehicles. The measures bollards and large plant pots are designed to stop lorries and other vehicles from driving into public or restricted areas.



65 Targeted awareness training

South Tyneside Council has delivered targeted training in awareness of child sexual exploitation to a wide range of workers in the borough who encounter children in their daily activities. After requiring taxi drivers to undertake training, reports from taxi drivers to police increased by 53%, and more than 2,200 taxi drivers, in addition to security staff, landlords, and hotel and food workers, have now received training from the council.

66 Supporting those affected by domestic abuse

Wakefield Council has been awarded white ribbon status in recognition of the work it does to support those affected by domestic abuse. The council has demonstrated its continued commitment to raising awareness of domestic abuse and supporting those to help end it. The council's domestic abuse service now offers support to both victims and perpetrators at seven hub locations rather than one location, and is available 7 days a week, making it easier for people to access localised support. This has resulted in an increase in victims and perpetrators – male and female – accessing the service sooner.

Stevenage has some of the highest levels of domestic abuse in the county and **Stevenage Council's** ground-breaking work seeks to tackle this. They have an extensive programme in place and work with partners on the 'Stevenage Against Domestic Abuse' strategic group. The work is funded by the new homes bonus.

Initiatives include:

- Dedicated staff in the community safety team working one-to-one with families affected by domestic abuse. A 'Rainbow Room' providing a safe space for families, including a children's space, so that families in crisis can be seen to in privacy rather than in the open environment of the Customer Service Centre
- A perpetrator programme that provides group and one-to-one support for perpetrators with the aim of 'breaking the cycle'.

The council has also had significant investment from The Stephanou Foundation who set up their 'Healthy Relationships, Healthy Babies' programme in Stevenage. This programme is fully academically monitored and works with at-risk couples before a child is born and in its early years to try and 'break the cycle' of coercive and/or violent relationships.

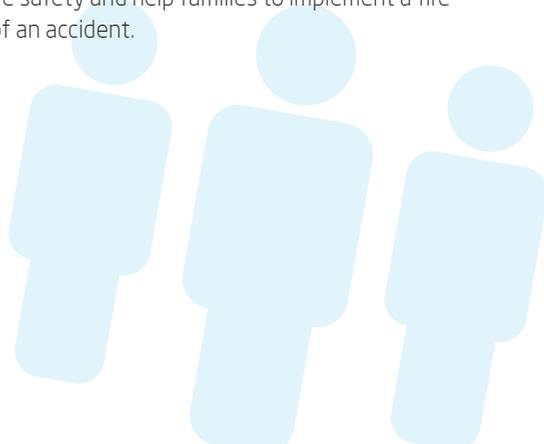
67 Tackling violence against women and girls

Southwark Council has developed the Women's Safety Charter, working with venues in the borough to tackle harassment of women in bars and night clubs. The charter is based on a number of key principles which ensure that all staff working at licensed premises act in a responsible and supportive manner, taking all reports seriously. The Women's Safety Charter has been adopted by 81 licensed premises this year and sends out a clear message that female harassment in these premises will not be tolerated.

Lambeth Council is recognised across the country as leading the way on coordinating the response to Violence Against Women and Girls. Their VAWG strategy focuses on prevention, provision, partnership and pursuing perpetrators. Launched in 2011, the strategy is one of the first of its kind and the refreshed strategy was adopted in July 2016. They have established a dedicated VAWG team within the council and the protection of the VAWG budget, with over £5m invested from 2012-2016 – one of the largest sums in London. The creation of a one stop shop for victims of VAWG - the GAIA centre – has made a real difference, with 95% of victims stating increased feelings of safety and 91% noting an improvement in their quality of life.

68 Making fire-safety a priority

Blackpool Council has worked with Lancashire Fire and Rescue to issue smoke detectors to residents and more than 12,000 smoke alarms and 1,400 carbon monoxide detectors have been made available to landlords across Lancashire. Residents can also book a free home fire safety check appointment, where the Lancashire FRS visit homes and provide residents with practical advice on fire safety and help families to implement a fire escape plan in the event of an accident.





Transport systems for the 21st Century

69

World class transport systems

Rochdale Council has made bus travel easier for visually impaired people living locally. Bus users who are registered blind or partially sighted are provided with free, specially designed fluorescent wallets, yellow bus hailers and bright numbers to let drivers know about their disability as they approach their stops.

Nottingham City Council is the majority shareholder of Nottingham City Transport which allows Councillors to have control and influence and has previously won national and international awards.

The council has also implemented a Robin Hood Card scheme: an oyster style transport card that allows convenient travel across any mode of transport and any network across greater Nottingham.

Milton Keynes Council is a world leader in transport innovation. They launched the world's first fully autonomous vehicle in a real-life setting and by the end of 2017 they will have a fleet of driverless pods in trial service. Recognising the need to introduce new sustainable modes of transport that improve mobility choices and reduce the impact on the environment, Milton Keynes Council has also undertaken pioneering transport initiatives. These include the world's first commercial fully-electric bus routes, stepping up driverless and automated vehicle technology, the largest electric vehicle charging network in the UK and the use of sensors to manage traffic flows and parking.

70 Improving our road links

Derbyshire County Council secured over £10.6 million to support regeneration projects across the county, including £6.2 million to meet construction costs of the Seymour Link Road.

Improvement work undertaken by **Wakefield Council** continues on the £33 million Eastern Relief Road to reduce traffic congestion in and around the city centre, improve transport links, unlock land for future development and help create thousands of new jobs. The 7.5km road is funded by the West Yorkshire Transport Fund through the Combined Authority. The scheme is essential to relieve congestion and to enable over 2500 new homes on the City Fields site.

Wolverhampton City Council has capitalised on their position as a central location in the UK and have invested in strategic infrastructure, with a £120 million in the Wolverhampton Interchange, together with the approval for an extension of the Metro and its direct connections to Birmingham Central. The Wolverhampton Interchange is more than a transport infrastructure project. As part of the programme, the council led a £10 million investment in i10, grade A office space and retail space. This is now fully let at rates not previously seen before in the city centre, providing an example of the council investing in assets to generate new market demand, generate new business rates income and attract high quality job opportunities into the city.





Regenerating and planning for the future

71

Transforming sea-side towns

Hastings Borough Council's 'Cultural Regeneration Strategy' has helped with a significant turnaround in the town's fortunes. Transformed from a faded resort to a vibrant cultural and new-wave seaside centre, with a pier, restoration of a swimming baths as an international standard BMK arena, an improved seafront and several art galleries (including the Jerwood Gallery with its collection of some of the best known 20th century art).

The council has also developed a cultural regeneration theme through a creative arts festival, to celebrate the 950th anniversary of the Battle of Hastings - this became the ROOT 1066 festival. Along with around £200,000 of council funding, they received a £100,000 Arts Council grant to stage the festival.

72

Investing in our town centres for growth and culture

After decades of waiting, **Gedling Council** successfully negotiated the release of a former coalfield and secured external investment to assist with its transformation into a wonderful, new country park. Working alongside and with the local community, new children's play facilities and a visitor centre are currently under construction.

Crawley Council's 'Town Centre Regeneration Programme' has several developments coming forward including a multi-million pound redevelopment of Crawley station, delivery of a new infrastructure for their main Square - Queens Square - and a development of a council owned regeneration site for housing and retail.

Rochdale Council is regenerating the town centre as part of a £250 million regeneration programme. This includes re-opening the River Roch and establishing a new destination for retail and leisure, creating more than 1,000 jobs and generating Gross Value Added of around £17 million.

South Shield 365 is a £100 million redevelopment of South Shields town centre which aims to promote South Shields as a premier coastal resort 365 days of the year. **South Tyneside Council** have also invested in 'The Word', the National Centre for the Written Word, a cultural centre, incorporating a range of facilities including: a computer gaming area, a 'FabLab' with 3D printers, vinyl and laser cutters, digitised archives, meeting rooms, a children's immersive storytelling area, OpenZone IT suite and a café.

Wakefield council's development at City Fields is set to provide nearly 2,500 new homes, leisure, retail and commercial opportunities. Central to the development is a plan to create a distinct new neighbourhood providing community facilities. These will include a district centre, a new primary school, health facilities, shops, jobs, parkland and other open spaces including better access to the 2 km waterside area along the canal and river.

Stevenage Council has a £1 billion regeneration planned for their Railway Station and Town Centre. They have developed an active partnership, 'Stevenage First', between Hertfordshire County Council, the Local Enterprise Partnership, the Chamber of Commerce, Homes and Communities Agency and Network Rail. The Local Enterprise Partnership have supported the regeneration as their number one priority and have allocated £16 million to pump-prime the scheme. They are also awaiting the outcome of a Growth Deal 3 bid to the government.

73

Building leisure facilities for all

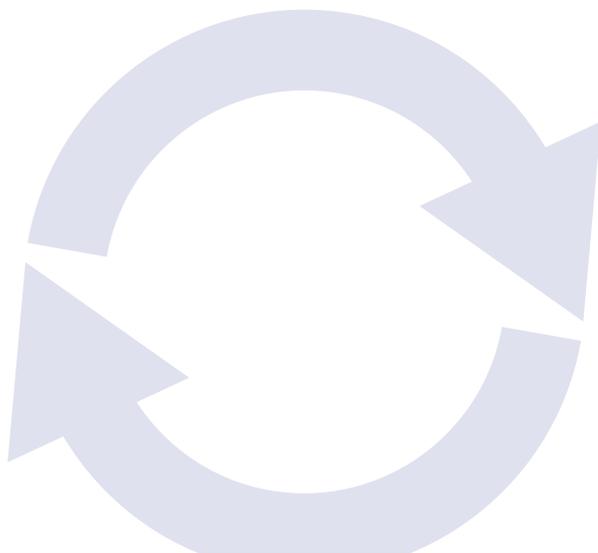
Oldham Council worked with its partners to fund and build the brand new £15 million Oldham Leisure Centre. The new state of the art facility includes a 25-metre, eight-lane swimming pool of county-level standard, an 80 station gym, two dance studios, a bespoke spinning studio, eight court sports hall with seating for over 500 spectators, an indoor bowls arena, café and ample free car parking. The new centre also has Inclusive Fitness Initiative accreditation, which means it caters for the needs of disabled and non-disabled people.

74 Creating multi use community spaces

Oxford City Council built their new Rose Hill Community Centre, a mixed-use £4.5 million project which opened in 2016. It brought together a replacement for a previous community centre with a community café, an advice centre, a gym (with low rates for local residents), a health space, a youth zone, sports changing rooms, and a renewed play area.

South Tyneside Council's Hebburn Central is a community venue which houses a library and leisure services whilst also hosting the council customer services desk and a police desk. By bringing together these services under one roof the council made them easily accessible and has improved the community offer, whilst promoting health and wellbeing.

In the first year, there were over 221,000 leisure admissions and 2,367 new leisure memberships. Book loans increased by 31% compared to the same period in the old building, the number of new library lenders more than doubled and there was a staggering 369% increase in people logging on to the public computers. The venue received external recognition for its role in the community, winning the 'Special Award for Community Impact and Engagement' in the Civic Trust Awards.





Delivering with less; innovation in the face of austerity

75

Working with other councils to deliver services

Working together, **Lewisham, Lambeth** and **Southwark** established the Pathways to Employment programme, delivering employment support services across all three boroughs in partnership with Jobcentre Plus. This innovative partnership has seen 28% of its clients get back to work, at a much more successful rate than the Work Programme, and has now become a model for the newly devolved London Work and Health Programme.

76

Sharing staff and services

Durham County Council has worked with all eleven other councils in the North East to reduce costs and improve performance through the North East Procurement Organisation (NEPO) shared procurement service.

77 Saving through new technology and information sharing

Money saved as a result of Real Time Information sharing and environmentally friendly techniques has allowed **Doncaster Council** to cut costs and has saved local residents approximately £300 per person.

78 Involving local people in decision-making

Southampton City Council has received national recognition for their collaboration with the University of Southampton around the principals of 'Citizen Science'. They have established a peoples' panel of over 1,200 residents who participate regularly in short polls (70% response rate) about council and wider public services. These have been on many topics from the practical (best location for a new toilet block in the City centre) to the philosophical (the nature of City Pride). Using the panel, the council draw members for workshop sessions to attempt to reach a consensus on difficult issues. These have included – new housing locations, public opinions on immigration, what the council should do for the public and what should they do together – helping to design council strategy.

79 Partnering with local groups to help build up deprived areas

Milton Keynes Council has formed an innovative partnership with a local housing development group to lead on its regeneration programme which, over the next 15 years, will make long lasting changes to deprived areas in the city through investment and community engagement. The newly formed company, 'Your MK', is responsible for the maintenance of the Council's 11,500 council houses, as well as developing and implementing the regeneration strategy working with local people and groups.



80

Finding new ways to reinvest funds for community use

Exeter City Council was one of the first local authorities to adopt Community Infrastructure Levy [CIL].

As a result, they have had to come up with a way to allocate and distribute the 15% neighbourhood portion of CIL – this should equate to around £3.75 million. The only restriction on the use of this money is that it should be spent on ‘addressing the demands that development places on an area’.

The Council adopted the recommendation of a grassroots, bottom-up approach and since then have worked with a network of local community organisations under the umbrella of the Exeter Community Forum to develop a community strategy, identifying spending priorities for 15% neighbourhood portion of CIL.





Playing our part to help Syrian Refugees

81

Leading the way for the nation

Councils have a powerful track record in welcoming asylum seeking and refugee children and their families. Labour Councils have been working cross party to continue to support the Syrian Vulnerable Persons Resettlement scheme alongside many other schemes that are in place.

The focus for many councils is to ensure that refugee families have the assistance they need to access support services, which can help them cope with injuries and disabilities, and to help recover from the severe trauma they may have experienced.

Labour run **Coventry City Council** has taken on more Syrian refugees than any other local council in the UK (as of Feb 2017). The Councils of **Blackpool, Bradford, Calderdale, Doncaster, Hammersmith and Fulham, Hull, Islington, Kirklees, Leeds, Newcastle, Sheffield, Stevenage, Wakefield, Wolverhampton, Lewisham** and several other **London Councils** got in touch to let us know that they have done their part in taking in refugees and offering assistance. We are proud that being in power locally, has helped us put our values into practice when people need help the most.



Supporting the environment and creating a sustainable future

82

Using solar energy and reducing the carbon footprint

Barking and Dagenham Council established B&D Energy Limited. Their company aims to cut the borough's carbon footprint and generate savings and investment for the local community. The council have invested £74 million from the Green Investment Bank in energy-efficient bulbs and photovoltaic panels for every street light in the borough and extended solar panel electricity generation across the borough from panels on council buildings, schools and children's centres. The council aims to get over 25% of their energy from low carbon, renewable sources by 2025 and support economic development, reduce social inequality, improve environmental performance and generate income for the council.

Lambeth Council's support for co-operatives like Brixton Energy has allowed residents to generate their own energy and reduce carbon emissions. Brixton Energy Solar 1 on the Loughborough Estate is the UK's first inner-city co-operatively owned renewable energy project on a social housing estate.

£1 million of capital funding has been used to install photo voltaic panels on a number of **South Tyneside Council's** buildings. To date, six solar panel installations have been completed on sites including Hebburn Central, Haven Point, South Shields Crematorium, Hawthorne and Strathmore. A further seven additional sites are currently underway, including South Shields Registry Office, Jarrow Hub and a number of children's centres. As a result of these installations, the council is expecting to deliver savings of over £100,000 per year. The amount of renewable energy generated is expected to be 540,000kWh per annum, the equivalent of a full year's electricity costs for South Shields Crematorium, Jarrow Community Pool and two small primary schools.

83

Improving air quality

Lambeth Council has worked hard to improve air quality, including taking a lead in London on the issue by pledging to make the council zero emissions by 2050 and successfully campaigning for the introduction of a clean bus corridor on the highly polluted A23 between Streatham and Brixton. To encourage residents to leave their cars at home they have invested in cycle training, installed hundreds of bike hangars, redesigned junctions, created quiet routes and introduced a borough-wide 20mph zone. As a result cycle journeys have increased by nearly 70% over the last ten years. They are currently working with local residents' campaign groups to produce an Air Quality Action plan.

84

Improving energy efficiency for residents by creating power networks

Islington Council's Bunhill Energy Centre and the district-wide heat network provides cheaper, greener heat to homes on several estates and buildings in the Bunhill Ward.

The heat network is fed by the local energy centre which produces both electricity and heat. It now brings cheaper energy to over 700 homes.

Phase 2 of the Bunhill Heat and Power network now has planning permission to build a new energy centre, which will capture heat from the tube network to heat and power a further 450 homes in the area, with the potential to supply a further 1,000 homes.

85

Energy efficient renovations

South Tyneside Council's Town Hall renovations have included the following energy saving measures: improved insulation, solar films on windows, provision of an efficient lighting system, installation of brise soleil on south facing faces and improved controls of mechanical and electrical systems. Energy usage data for the first four months of full re-occupation showed a 40% reduction in gas and 34% reduction in electricity usage per occupant.

86

Improving residents' satisfaction with waste collection and improving recycling

Bassetlaw District Council's new Garden Waste Scheme is designed to help residents more easily recycle their garden waste. For £30 annually (less than 60p a week), the council provides a 240 litre bin and collections every fortnight between March and November including collecting grass cuttings, hedge and plant trimmings, branches, leaves, and weeds for residents who do not want or are not able to go to the recycling centres in Retford and Worksop.

87

Better flood protection

South Tyneside Council partnered with Northumbria Water to deliver the multi-award-winning Fellgate Flood Protection Scheme. Aimed at addressing the risk of sewer flooding at the Fellgate Estate, the scheme manages surface water in a sustainable and innovative way – alongside drainage system installations, the scheme incorporates a wildlife habitat and attached educational and community facilities. The scheme has tackled a potentially destructive problem while also creating green spaces in an urban community, promotes community wellbeing and provides a natural educational resource for local school children. The project received an Innovation Award from the Institute of Water.



88

Giving public bodies the resources to design sustainable projects

Exeter City Council have set up the EXEseed Framework – Exeter Sustainable Energy Efficient Developments Framework – to provide a delivery platform for all public sector bodies to connect with the right contractor and allow for a new wave of sustainable projects to be designed.

89

Green infrastructure to combat climate change

The draft **Lancashire** Green Infrastructure Strategy is the first such strategy in the North West and sets a vision which seeks to realise increases in the quantity, quality, utility and functionality of Green Infrastructure. Adapting to and mitigating the effects of climate change is one of the strategic objectives for green infrastructure and sets out some key interventions including maintaining peat bog resources, greening town and city centres and planting new woodlands.

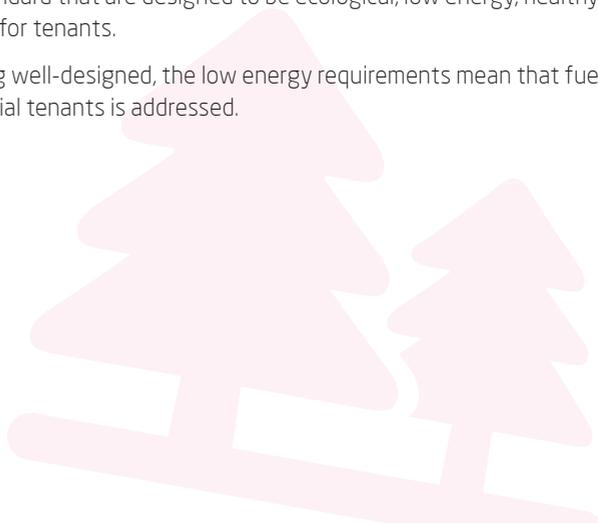
90

Developing affordable and environmentally friendly housing

Exeter City Council is building new Council Own Build properties for social rent.

Over the past five years, 45 new homes have been delivered - all to Passivhaus standard that are designed to be ecological, low energy, healthy and affordable for tenants.

As well as being well-designed, the low energy requirements mean that fuel poverty for social tenants is addressed.





Innovating with technology

91

Using tech to find savings

Newham's data warehouse enables smarter working, bringing key data together from separate systems to generate a single record for people and properties. Data is then made available with strict security processes for commissioning and advanced data analytics to improve services and drive savings. There are 21 high-priority projects in the programme and joint work with the Cabinet Office on data analytics is under way. The technology has been sold to **Havering Council** and other councils are now interested.

92

Utilising new technology to assist in social care

Harrow Council has signed a 10-year agreement to use cognitive technologies to help people with personalised social care needs choose the best services. The commercial agreement is the first of its kind with a UK local authority. 'Project Infinity' is composed of three technical workstreams, which offer Personalised services through My Community ePurse (MCeP) to Social Care and Health Personal Budgets.

93

Using tech to maximise efficiency

Croydon Council has built a complete ecosystem around digital services and systems – from having the fastest growing tech ecosystem, to building self-sustaining community capacity and resources and redesigning its services to maximise efficiency and effectiveness. It has developed, tested and embedded the latest opportunities across the community with a range of partners.

Southampton has become a digital council, enabling customer journeys to be completed effortlessly and immediately. To achieve this, it has: automated service requests and integrated with mobile working solutions in adult and children's services and environmental health and street-based services; increased income through better customer experience across place-based services; driven business support self-service and improved workforce management; and automated payments, enquiries and reporting. This has hugely improved the customer experience while achieving savings of nearly £9 million per year.

94 Tech for smarter and greener cities

Councils across London are kick-starting the capital's 'smart city' transformation, with a new LED retrofit backed by the Green Investment Bank (GIB) and an innovative solar battery project set to commence.

Camden Council has teamed up with **Islington Council** and **Waltham Forest Council** to pilot a new solar project aimed at eradicating fuel poverty across the areas. The partnership will install solar panels, ranging from 1.62kWp to 3.78kWp, at 41 low income households across the boroughs to test the viability of storing renewable energy.

95 Digitalising council services

Enfield Council has improved customer service for housing tenants by extending online services and enabling mobile working for officers with Housing Cx, a housing management solution from Civica. Enfield has achieved 37,000 new online registrations for council services over the last six months, and Housing Cx will support Enfield's business-wide digital transformation programme.

96 Using tech for business growth

Stevenage Council's Business Technology Centre supports start-up, new and growing businesses with a combination of affordable work space and business support delivered through their partner social enterprise, WENTA. They provide support to over 300 businesses both on and off site. Statistics show that businesses that start with their support and guidance have over twice the national success rate for start-ups after 12 months.



Battling cuts to keep culture and the arts in our communities

97

Keeping culture in our communities

Hull City Council is the UK City of Culture 2017. This is a key milestone in the delivery of Hull's 10 year City Plan to regenerate the city. Their launch event drew 60,000 visitors and in order to secure a lasting legacy, the council are leading on the delivery of an £80 million investment in their streets, open spaces and cultural venues. This will attract a further £47 million in government funding and approximately £260 million in private sector investment. This investment will transform the city, creating 7,500 jobs and opportunities for local people and a more vibrant visitor economy.

98

Promoting the arts

The UK's largest light festival, 'Lumiere' is sponsored by **Durham County Council** and Arts Council England. The last event held in 2015 saw 200,000 people attend the light show, which benefited many local businesses with visitors injecting £9.6million into the local economy. It is due to take place once more in 2017, having been commissioned for a fifth time.

The Old Fire Station owned by **Oxford City Council** is a combined training centre for homeless people run by Crisis, and a new charity created by the council called Arts at the Old Fire Station (AOFS). The council leases the building to the charities rent-free and makes an annual contribution from its culture budget. This partnership has helped develop an innovative model which has gained national support and led to significant investment from Trusts and Foundations as well as Arts Council England. Last year AOFS presented 230 different shows in its theatre across art forms, selling 9,378 tickets. It presented 10 exhibitions featuring 29 artists, sold the work of around 90 artists and ran 27 regular weekly dance classes. AOFS continues to find ways to include homeless people as audience members, as volunteers, as trainees and as artists, with 55 homeless people contributing to a major project with 29 professional artists to make a show for the public.

Through **Newham's** 'Child a TheatreGoer' scheme, every primary and secondary school child in Newham has the chance to go to the theatre free of charge. The programme now in its third year is organised through Stratford Circus, Theatre Royal Stratford East and London theatre partners. It introduces children to the magic of theatre and help to develop their learning in literacy, literature, creativity, issue based learning and citizenship.

99

Holding festivals for all to enjoy

'Ealing Summer Festivals' is **Ealing Council's** flagship event. With the borough's roots set deep in strong music and comedy history, the council delivers a number of festivals alongside local sponsors. With performances from world famous comedians and musicians at the Comedy and Jazz Festival, it has seen more than 50,000 thousand people attend, with attendance up year on year.





Making a difference from Opposition

100

Turning Labour values into policy

Bedford Council has a directly elected Lib-Dem Mayor, but the Labour Group hold half the places in his cabinet. Thanks to their initiative the council has managed to reduce the number of homes which have been empty for over 12 months by 23% in just two years.

They have also ensured that employees at Bedford Council are paid the Living Wage, with the council pledge that should the Government's National Living Wage ever overtake their current wages, employees will be paid the higher amount.

Bedford Council has also re-instated the Empty Homes Officer post and put a significant amount of funding into this area so that concurrent Compulsory Purchase Orders can be made if necessary. Since 2014 when £2.9 million was invested, to April 2016, the number of long-term empty homes was reduced from 598 to 459 (over 23%).

Medway Labour Group has worked with organisations like Citizens Advice Medway and All Saints Community Project to gather evidence to show the impact of personal debt. The Labour group have also moved a motion at full council, leading to a nationally recognised cross party task group, which played a part in a 32% drop in payday lenders and increased the profile of the ethical community based alternative, Medway Credit Union.

Plymouth Labour has an annual foodbank collection at their offices on Alfred Street near the Hoe. Since the Tories came to power millions of people have been forced to use foodbanks to feed their family. Labour has once again collected food to help people in Plymouth.

Notes

Thank you to all the members and officers who contributed the information and good practice that enabled us to compose this publication – together, we're showing the difference Labour in Power can make.

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The LGA Labour Group exists to fight the corner for Labour councillors at a national level, both within the cross-party Local Government Association and with the Labour Party at Westminster. The Group provide a strong voice for Labour councillors and act as a platform for ideas and innovation for all those committed to an effective localist element to Labour politics and policies.

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